Contents

List of contributors viii
Foreword by Miguel Angel Gallo xix
Acknowledgements xx

Introduction: the business of researching family enterprises 1
Panikkos Zata Poutziouris, Kosmas X. Smyrnios and Sabine B. Klein

PART I FRONTIERS OF A FAMILY BUSINESS
1 Navigating the family business education maze 11
Frank Hoy and Pramodita Sharma
2 An overview of the field of family business studies: current status and directions for the future 25
Pramodita Sharma
3 Family businesses’ contribution to the US economy: a closer look 56
Joseph H. Astrachan and Melissa Carey Shanker

PART II THEORIZING FAMILY BUSINESSES AND BUSINESS FAMILIES
4 A unified systems perspective of family firm performance 67
Timothy G. Habbershon, Mary Williams and Ian C. MacMillan
5 The family’s dynamic role within family business entrepreneurship 80
Ramona K.Z. Heck, Sharon M. Danes, Margaret A. Fitzgerald, George W. Haynes, Cynthia R. Jasper, Holly L. Schrank, Kathryn Stafford and Mary Winter
6 Critical leader relationships in family firms 106
Nigel Nicholson and Åsa Björnberg
7 Business family as a team: underlying force for sustained competitive advantage 125
Lorraine M. Uhlaner
8 Internal factors of family business performance: an integrated theoretical model 145
Alberto Gimeno Sandig, Gaston J. Labadie, Willem Saris and Xavier Mendoza Mayordomo

PART III FAMILY BUSINESS RESEARCH: METRICS AND METHODOLOGIES
9 The F-PEC scale of family influence: a proposal for solving the family business definition problem 167
Joseph H. Astrachan, Sabine B. Klein and Kosmas X. Smyrnios
<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Identification of different types of private family firms</td>
<td>Paul Westhead and Carole Howorth</td>
</tr>
<tr>
<td>11</td>
<td>From vision to variables: a scorecard to continue the professionalization of a family firm</td>
<td>Ken Moores and Justin Craig</td>
</tr>
<tr>
<td>12</td>
<td>Working with families in business: a content validity study of the Aspen Family Business Inventory</td>
<td>Sandra L. Moncrief-Stuart, Joe Paul and Justin Craig</td>
</tr>
<tr>
<td></td>
<td><strong>PART IV FAMILY BUSINESS THEMES IN FOCUS</strong></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Founder–successor’s transition: a model of coherent value transmission paths</td>
<td>Ercilia García-Álvarez and Jordi López-Sintas</td>
</tr>
<tr>
<td>14</td>
<td>Understanding strategizing in the family business context</td>
<td>Annika Hall, Leif Melin and Mattias Nordqvist</td>
</tr>
<tr>
<td>15</td>
<td>The professionalization of family firms: theory and practice</td>
<td>Lucrezia Songini</td>
</tr>
<tr>
<td>16</td>
<td>Formulating, implementing and maintaining family protocols</td>
<td>Miguel Angel Gallo and Salvatore Tomaselli</td>
</tr>
<tr>
<td>17</td>
<td>Generic models for family business boards of directors</td>
<td>Joseph H. Astrachan, Andrew Keyt, Suzanne Lane and Kristi McMillan</td>
</tr>
<tr>
<td>18</td>
<td>Effective knowledge transfer in family firms</td>
<td>Rosa Nelly Trevinyo-Rodriguez and Josep Tàpies</td>
</tr>
<tr>
<td>19</td>
<td>Feuding families: the management of conflict in family firms</td>
<td>Franz W. Kellermanns and Kimberly A. Eddleston</td>
</tr>
<tr>
<td></td>
<td><strong>PART V FAMILY BUSINESS SUCCESSION</strong></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Lost in time: intergenerational succession, change and failure in family business</td>
<td>Danny Miller, Lloyd Steier and Isabelle Le Breton-Miller</td>
</tr>
<tr>
<td>21</td>
<td>Towards a business family dynasty: a lifelong, continuing process</td>
<td>Johan Lambrecht and Rik Donckels</td>
</tr>
<tr>
<td>22</td>
<td>Using the strategic planning process as a next-generation training tool in family business</td>
<td>Pietro Mazzola, Gaia Marchisio and Joseph H. Astrachan</td>
</tr>
<tr>
<td>23</td>
<td>An integrated framework for testing the success of the family business succession process according to gender specificity</td>
<td>Vassilios D. Pyromalis, George S. Vozikis, Theodoros A. Kalkanteras, Michaela E. Rogdaki and George P. Sigalas</td>
</tr>
<tr>
<td></td>
<td><strong>PART VI FAMILY BUSINESS PERFORMANCE: GLOBAL AND TRANS-CULTURAL ISSUES</strong></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Internationalization of family businesses through strategic alliances: an exploratory study</td>
<td>Kristin Cappuyns</td>
</tr>
</tbody>
</table>
Contents vii

25 Family and cultural forces: shaping entrepreneurship and
SME development in China 460
David Pistrui, Wilfred V. Huang, Harold P. Welsch and Zhao Jing
26 Board of directors in Italian public family-controlled companies 488
Guido Corbetta and Alessandro Minichilli
27 Family-firm relationships in Italian SMEs: ownership and governance issues
in a double-fold theoretical perspective 501
Luca Gnan and Daniela Montemerlo
28 Longevity of Japanese family firms 517
Toshio Goto

PART VII FAMILY BUSINESS FINANCE

29 Family firms and financial behavior: how family shareholder preferences
influence firms’ financing 537
Myriam Lyagoubi
30 The structure and performance of the UK family business PLC economy 552
Panikkos Zata Poutziouris
31 Ownership structure and firm performance: evidence from
Spanish family firms 575
Susana Menéndez-Requejo
32 Family ownership, corporate governance and firm value: evidence from the
Spanish market 593
María Sacristán Navarro and Silvia Gómez Ansón

Epilogue: theory building and the survival of family firms –
three promising research directions 614
Shaker A. Zahra, Sabine B. Klein and Joseph H. Astrachan

Index 619